City of Manchester

Gun Violence Reduction Strategy

June 2022

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COMPSTAT360

Executive Summary

The Manchester Gun Violence Reduction Strategy is a product that resulted from a community centered approach to identifying, analyzing, and developing evidence-based responses to the gun violence public safety issue in the community. This problem solving approach was developed through the Manchester Police Department's CompStat360 model.

Through work with community stakeholders, a problem solving team identified the circumstances and conditions that could be influencing the gun violence problem. Through this work, four focus areas were identified:

Focus on Youth
Focus on Places
Building Community
Focused Policing

Community-based interventions and responses were identified for each focus area. These include the following:

Focus on Youth:
- Youth Street Outreach through Project Connect
- MPAL Juvenile Court Diversion Path
- Connection with Families
- Investing and Supporting Ongoing Efforts including MPAL, Boys and Girls Club, MY-TURN, and ACERT

Focus on Place:
- Development of the Community Health Worker Program
- Focus on environmental factors in "hot spot" locations
- Focused work by the Neighborhood Enhancement Team (NET)
- Increased Guardianship in neighborhoods

Building Community:
- Programs to bring neighborhoods together
- Use of micro-grants to support community activities
- Community centered police foot patrols

Focused Policing:
- Focus on those driving gun crime
  - Through referrals to Project Connect
  - Through focused enforcement
- Focus on places where gun crime clusters
- Leveraging Crime Gun Intelligence to solve gun crime cases

Each response has a defined list of program measures to ensure proper tracking and assessment.

Background

In late fall 2020, Manchester Police partnered with the National Policing Institute to adopt the CompStat360 problem solving model in an attempt to integrate community needs and feedback on public safety issues. This process began with a community assessment conducted by the Policing Institute, which identified several priority areas. The issue of gun violence and fear of gun violence was identified as the most significant problem area.

In consultation with community partners, a Gun Violence Problem Solving Team (PST) was established to analyze the problem, understand contributing factors, and identify impactful responses to reduce gun violence and fear of gun violence in Manchester.

Collaboration and input from representatives of the following organizations was used to create this comprehensive strategy:

- Manchester Health Department
- Manchester Department of Public Works
- Manchester Office of Youth Services
- MY-TURN
- The Conservation Law Foundation
- The Mayor's Multicultural Advisory Board
- Amoskeag Health
- Manchester Police Athletic League
- CONstruct Youth Outreach

- Chandlers Angels
- Victory Women
- Manchester Mayor's Office
- Manchester City Solicitor
- Hillsborough County Attorney's Office
- United States Attorney's Office
- Juvenile Probation and Parole
- Adult Probation Parole
- Manchester Police Department

The PST met numerous times throughout 2021, analyzed and assessed relevant data, and had detailed discussions about the contributing factors and possible solutions to gun violence in Manchester. The following provides an overview of the data regarding gun violence as well a **data-informed strategy to reduce gun violence and fear of gun violence in Manchester.**

# Gun Violence & Fear of Gun Violence in Manchester: The Data

Analysis of gun violence in Manchester used numerous data sources to understand the scope of the problem. Data sources included police gun crime incident data, call for service data, the Youth Behavioral Risk Survey, and geographic analysis. In addition to this data, the experience and opinions of partners were discussed, documented, and assessed to provide a shared understanding of gun violence.

Gun Violence Incident Data:

A review of gun crime incidents (i.e. a crime in which a firearm was used in the commission of that crime) in Manchester between 2010 and November 2021 shows that beginning in 2013, incidents of crimes where a firearm was used in the commission of that crime began to increase, and rates of gun crime have remained steady until 2020. In 2020, there was a significant increase in gun crimes and 2021 has seen rates return to pre-2020 levels. Figure 1. Below show gun crime trends during this timeframe:

Gun Crimes 2010 to 2021 - Manchester, NH

Additional examination of the gun violence problem has shown that gunfire incidents (gun crimes where a firearm is discharged, i.e. shootings) has seen significant increases in 2020 and 2021. Findings show that gunfire incidents make up a greater number of overall gun crimes in the past two years. That is, the crimes during which the trigger was pulled and the gun was fired, has increased during this time period. Figure 2 shows gunfire trends during this timeframe:

Gun Fire Incidents 2015 to 2021 - Manchester, NH
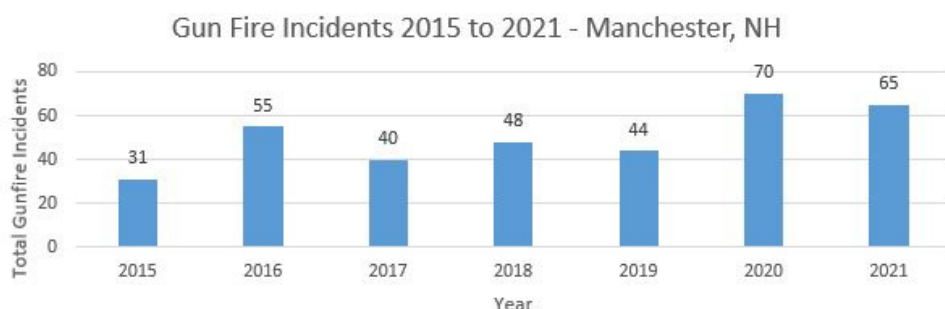
Analysis of Individuals Involved in Gun Violence:

The Gun Violence PST identified numerous factors contributing to these increases, which allowed for further data analysis. Specifically, the PST was interested in the youth involvement in gun violence and gang or group-related conflicts that contributed to these increases. Manchester Police crime incident data was able to show that both youth and gang/group-related conflict has been influential.

In regard to youth involvement in gun violence, incident report data showed that a significant portion of individuals between the ages of 14 and 24 have some involvement in gun violence (Figure 3). The 30 to 34 age range is also an influential age group for involvement with gun violence. The PST as a group believes a focus on the 14 to 24 age group should be the priority.
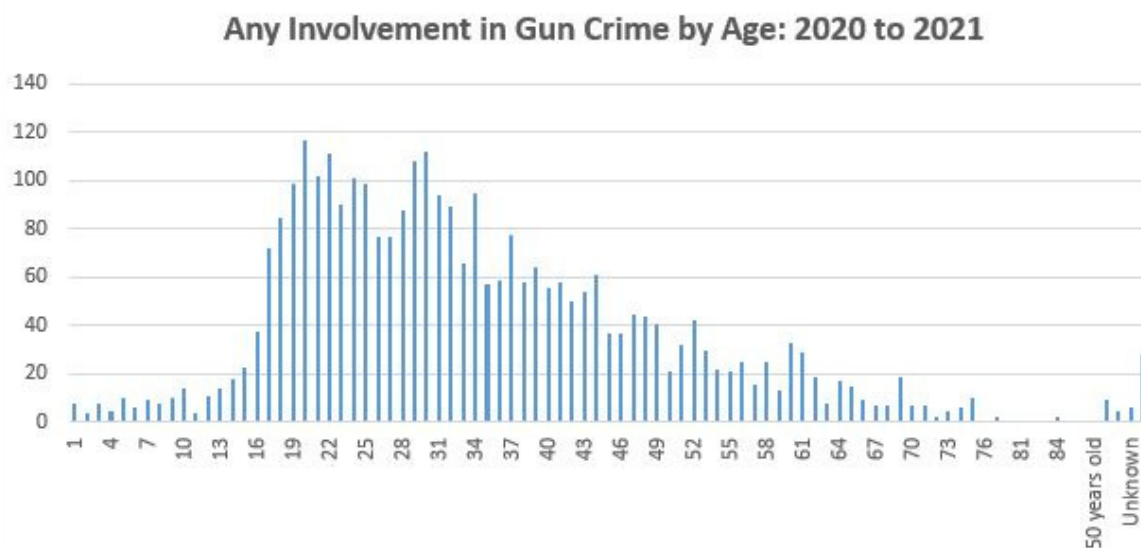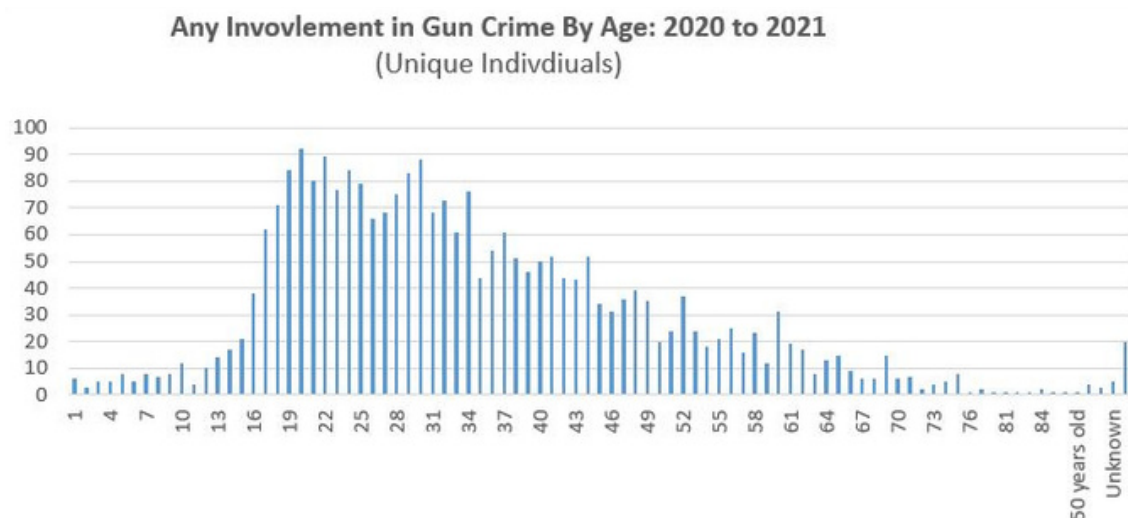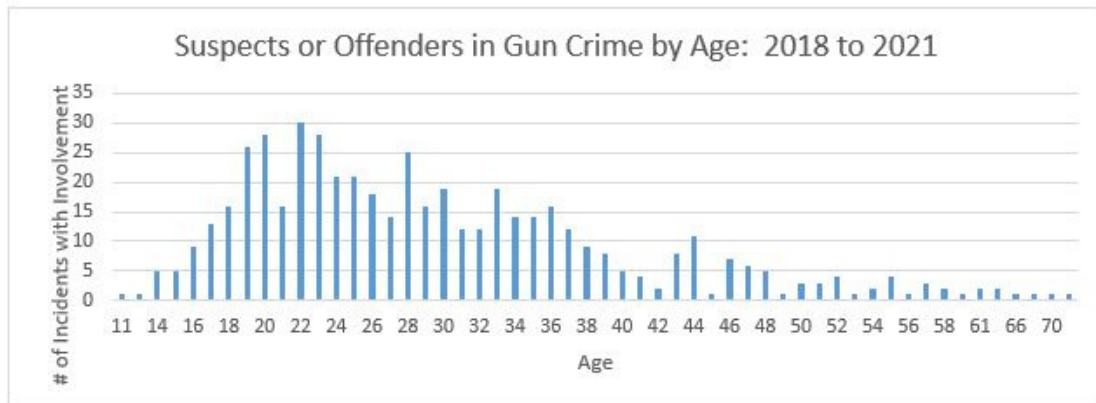
Figure 3.

Figure 3b.

Youth being identified as suspects of gun violence is more apparent, as seen in figure 4:

Figure 4.

Suspects or Offenders in Gun Crime by Age: 2018 to 2021

Demographics of those involved in gun violence also provides valuable insight to help inform responses. The data indicates that minority youth are disproportionately involved in gun violence than white youth. The table below compares the demographics of youth involved in gun violence to the overall demographics of Manchester:

Figure 5.

Manchester Demographics vs Demographics of Youth Involved in Gun Crime				
	All Ages	Youth Demographics		
	Overall Manchester Demographics	Any Involvement in Gun Crime	Victim of Gun Crime	Suspect or Offender in Gun Crime
Race				
White	84.81%	64.00%	74.00%	63.00%
Black or African American	6.06%	24.00%	19.00%	33.00%
Asian	5.05%	0.00%	0.00%	0.00%
Two or More Races	2.97%	N/A	N/A	N/A
Other Race	0.92%	11.00%	7.00%	4.00%
Native American	14.00%	0.00%	0.00%	0.00%
Native Hawaiian or Pacific Islander	4.00%	1.00%	0.00%	0.00%
Ethnicity				
Hispanic	10.40%	18.00%	19.00%	18.00%
Non-Hispanic	89.60%	65.00%	68.00%	72.00%
Unknown	N/A	17.00%	13.00%	10.00%

Analysis of involvement in gunfire incidents specifically showed that core groups of individuals had repeated involvements and that defined networks exist with shooting events. Manchester data shows that 4% of individuals are involved in 63% of the shooting incidents in the City. Such information provides strong evidence of small numbers of individuals being involved in a majority of these incidents. A Manchester Police examination of this 4% of individuals indicates the core group consists of those who are gang or group involved.

Youth Data

The PST examined survey results from the Youth Behavioral Risk Survey (YBRS), which included responses surrounding guns, violence, and fear of violence by students in Manchester. The results showed differences in Manchester students who were threatened or injured with a weapon while on school property, those who carried a weapon on school property, and those who did not go to school due to feeling unsafe. Table 1, below, provides a more detailed view of this data.

Youth Risk Behavior Survey, 2019					
Indictor	Manchester	Region	NH	Other notes in 2019	Trends
% of students who were threatened or injured with a weapon on school property (such as a gun, knife, or club) one or more times during the past 12 months	9.7% (385 students)	9.0% (587 students)	6.4% (3,516 students)	10.8% Male; 8.1% Female 11.9% in 9th grade 11% in 10th grade 8.5% in 11th grade 4.8% in 12th grade	7.2% in 2017 *data not available before 2017
% of students who carried a weapon (such as a gun, knife, or club) on at least one day in the past 30 days	12.2% (484 students)	11.5% (755 students)	14.4% (7,760 students)	16.6% Male; 7.2% Female 10.2% 9th grade 11.1% 10th grade 14.1% 11th grade 11% 12th grade *Carrying a weapon at school = rates decrease to 3.9% for Manchester, 2.6% Region, and 2.8% State of NH	14.6% in 2017 12.9% in 2011 *data not available in 2013 or 2015
% of students who did not go to school because they felt unsafe at school or on their way to or from school on at least one day during the past 30 days	15.1% (599 students)	14.1% (936 students)	6.9% (3,758 students)	11.7% Male; 18.1% Female 17.2% 9th grade 13.6% 10th grade 13.9% 11th grade 12.7% 12th grade	Significant increase from 2017 (7.6%) to 2019 (15.1%)

Analysis of Neighborhoods

There is a significant body of literature that shows crime clusters in small areas across communities.[i] This law of crime concentration[ii] is evident for many crime types and holds true for gun crime incidents in Manchester. An analysis of the location of gun crime incidents between 2018 and 2021 shows that gun violence is not equally dispersed throughout the city, rather it clusters in certain small areas known as "hot spots". A review of the hot spot locations shows that the street blocks with the highest frequency of gun violence incidents are in the center city area. While other areas of the city also experienced gun violence, this area of the city represents the largest cluster of incidents.

Figure 6.

Number of Gun Crime Incidents by Street Blocks:
2020 through 2021 (Highest Frequency Area)
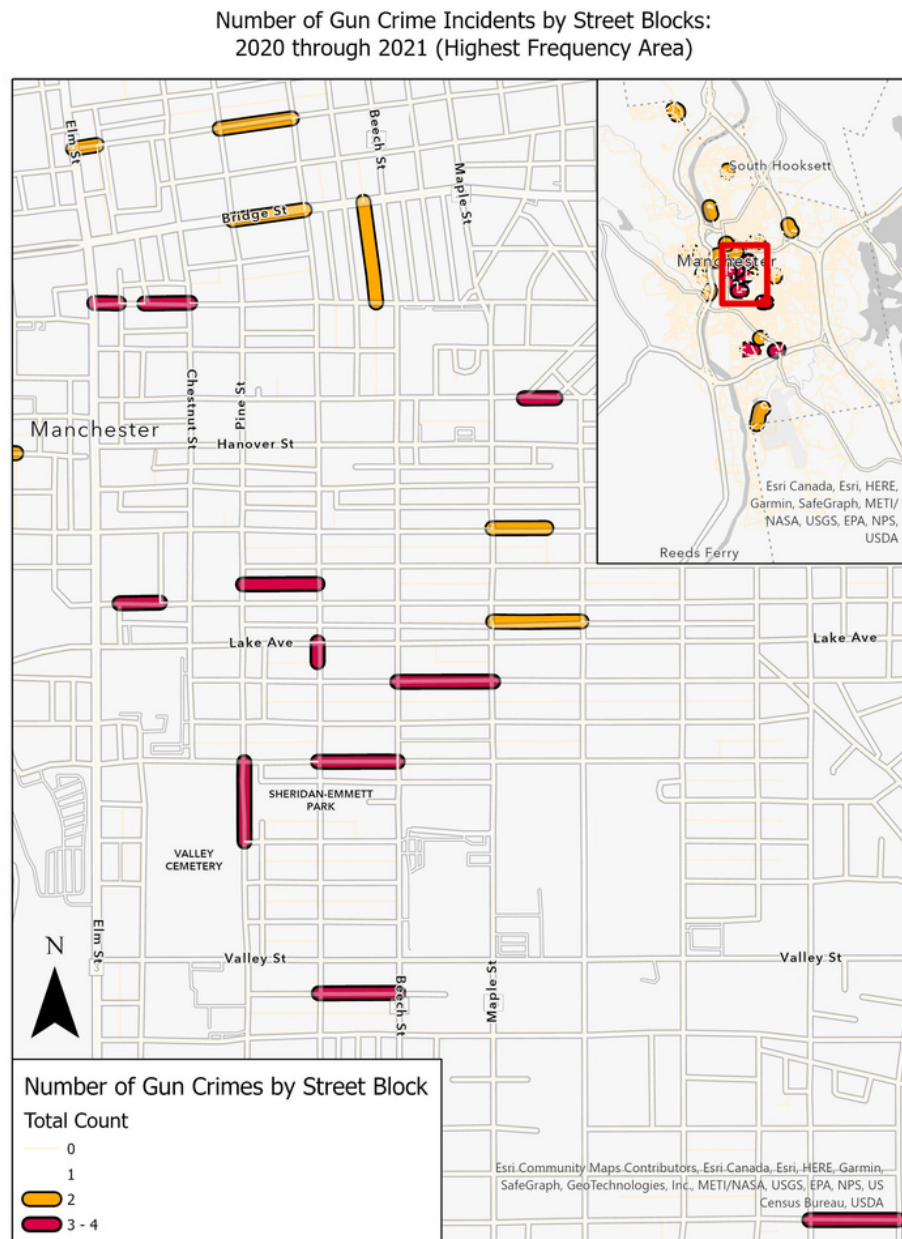
The Strategy

Using data as a guide for the PST meetings, participants discussed various circumstances and conditions that lead to the gun violence issues. These discussions helped identify the circumstances and conditions that could be influencing the gun violence problem. As a result of these meetings, **the PST developed four core areas of response that would be impactful on solving the gun violence problem**. These areas are:
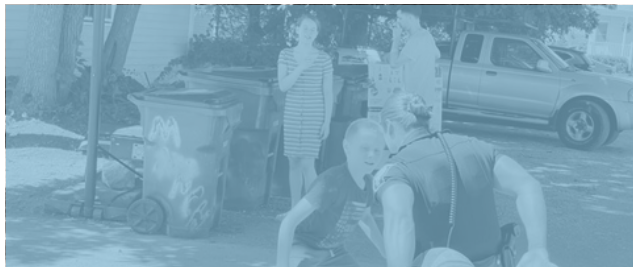
01. Focus on Youth

Support and collaborate with youth serving organizations. Fill Gaps in needed services.

02. Focus on Places

Leverage the projects developed through American Rescue Plan (ARP) funds to focus on neighborhoods disproportionately impacted by gun violence.

03. Build Community

Enhance community cohesion through developing opportunities for people to come together. Increase positive community engagement between the police and those they serve.
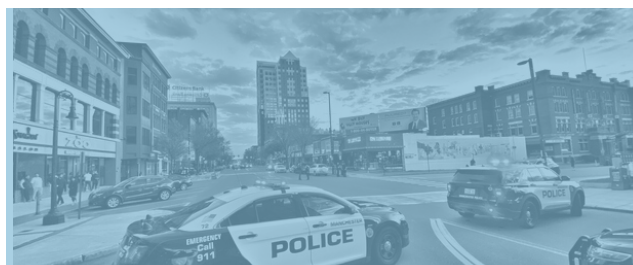
04. Focused Policing

Use evidence-based efforts that rely on focusing on the right people and the right places. Use both enforcement and outreach to reduce gun violence.

Focus on Youth

Partners should focus on youth through investing and supporting ongoing efforts. This support should be in conjunction with filling gaps in needed services that are currently not available.

Youth Street Outreach Program:
The problem-solving team identified the need for engaged street outreach between at-risk youth and mentors with lived experience. To fill this gap, Manchester Police and My-Turn are using grant funding to develop and support Project Connect.

MY TURN will partner with street outreach workers from CONstruct, to connect with youth who are at risk for violent crime offending. The goal is for the street outreach workers to mentor youth away from deviant activity, connect them with resources, and assist with conflict resolution and violence interruption. MY-TURN will offer appropriate resources to assist with this effort. Manchester Police will provide referrals to the program based upon gun violence incident data collected by the department.

This street outreach effort follows promising evidence-based practices[i] of group violence reduction efforts and applies an innovative approach of using Social Network Analysis to inform the outreach. The initial project will serve as a pilot program, which, if successful will work to be fully implemented in the future.

MPAL Juvenile Court Diversion Path (JCD):
The MPAL Juvenile Court Diversion is a collaboration between Manchester Police, the Manchester Police Athletic League (MPAL), The Mental Health Center of Greater Manchester to divert juveniles from the criminal justice system and instead connects juveniles to personalized pathways to ongoing support. This support includes connection with resources offered by partner youth-serving organizations (many of which are partners on this PST). JCD also works to hold juveniles accountable for their actions.

The goal of JCD is to improve desistance from crime among juveniles. A recent report from the National Institute of Justice[ii] identified the negative consequences that early criminal justice system consequences can have on youth's ability to depart from crime. The report advocates for "a paradigm shift that expands from an exclusive focus on recidivism to the consideration of positive outcomes that may result in reduced involvement in crime". The MPAL JCD is exactly this kind of program, which provides the opportunity for overall reductions in youth involvement in crime through fostering the desistance from crime by juveniles in our community.

Connection with Families:
The Gun violence PST discussed the disconnect among many families between adults and youth. Specifically, the discussion of parents not understanding gang and group associations in Manchester as well as the violence that these groups are involved in. Oftentimes, parents are unaware of what their children are involved in or who they are hanging out with. Working with the PST partners, parent meetings will be held to have conversations about gang and group violence. The goal will be to better educate parents, which will enhance a family's understanding and increase the ability to address these issues.

Investing and Supporting Ongoing Efforts:
An assessment of ongoing, relevant, work to support youth identified a number of organizations and programs that are impactful. This includes work being done at the Manchester Police Athletic League (MPAL), Boys and Girls Club, Waypoint, the Adverse Childhood Events Response Team (ACERT), MY-Turn, and the Manchester Community Action Coalition.

The efforts most relevant to violent violence prevention for youth are:

MPAL:
The mission of the Manchester Police Athletic League (MPAL) is to connect police officers and other positive role models with the youth of Greater Manchester in hopes of creating healthy, confident, productive citizens. MPAL is a safe haven for at-risk youth ages 5-18. Each athletic, educational and enrichment program focuses on respect, responsibility and community. All programs are offered free of charge and provide a structured setting for youth to build self-esteem, skill mastery and the self-discipline needed for success. In addition to the open enrollment programs, MPAL referral based programs include an accredited Court Diversion Program and a prevention and intervention Futures program for youth at high risk for criminal and gang behavior. The structure, mentoring, skill building and support provided at MPAL work in unison to engage youth of all ages and reduce the likelihood of participation in criminal activity.

Boys and Girls Club:
The Boys & Girls Club of Manchester offers a safe place for kids to go after school, where they can learn, grow, and develop to reach their full potential. They are also able to create positive relationships with the staff who help support them along the way. The Boys and Girls Club offers stimulating programs that serve as outlets for many of the members. The program stays open later for Tweens and Teens every weeknight to ensure that they are off the streets as they are the most at-risk age group.

ACERT:

A partnership in Manchester has established a response team that can be deployed to serve children who have been exposed to violence. The Adverse Childhood Experiences Response Team (ACERT) is made up of a police officer, a crisis services advocate, and a behavioral health professional. The team has been trained to respond to incidents as soon as the scene have been secured by the police. The team assesses the situation and determines the next steps that could be taken for the child(ren) such as support groups, mental health counseling, early childhood education, or child-parent psychotherapy.

MY-TURN:

MY TURN's Project Connect targets youth involved in the criminal justice system and youth at risk of future involvement using a multi-pronged approach. The program employs both street outreach and case management staff to provide a combination of structured and unstructured programming. Outreach is targeted in the low-income, high-crime neighborhoods of the city and staff maintain a presence at a variety of community-based events. Programming and case management take place at a multi-use location at 340 Granite Street that hosts classes, guest speakers, support groups, and a drop-in center where participants have access to a variety of positive extra-curricular activities.

Participants in Project Connect receive a unique combination of services based off of each individual participants' assessment results. These tailored programs provide personalized services using MY TURN's proven and innovative models for success, empowering participants to achieve their goals and milestones in a way that encourages self-motivation, builds feelings of accomplishment & self-worth, and increases positive connections to their community.

Additionally, MY TURN provides drop-out prevention programming at Manchester Central and West High Schools where they work to keep youth engaged in high school and prepare them for life beyond the classroom. They also host an adult education program that prepares residents of all ages to complete the HiSET battery and obtain their secondary credentials. All programs include court-involved and/or previously incarcerated individuals in their target populations.

To best support these on-going programs, the Problem Solving Team (which represents many of these organizations) will host a monthly communication meeting to share information, track efforts, and provide support where needed. The team will also work collaboratively to identify and collaborate on grants and other funding opportunities for these organizations.

Focus on Place

Much of gun crime in Manchester clusters within small parts of specific neighborhoods. To be impactful, the PST will work to leverage the projects developed through American Rescue Plan (ARP) funds, including:

Development of the Community Health Worker Program:

Coordinated efforts between the Health Department and Police Department will utilize newly hired Community Health Workers (CHWs) to be a hub for addressing neighborhood level health concerns. CHWs will work to be the point of contact for residents with any neighborhood concern, act as mediators to interrupt issues that could turn violent (for example, feuds between individuals), and help problem solve neighborhood issues as they develop. As individuals connected to the community, CHWs will be able to identify problems and bring required resources to make impactful change.

Focus of Manchester Department of Public Works on "Hot Spot" Locations:

The Department of Public Works (DPW) will utilize ARP funding to quickly and efficiently respond to resident issues in "hot spot areas". This includes issues with refuse, improving green spaces, road repair, and street sweeping. This effort relies on Crime Prevention Through Environmental Design[i] (CPTED) research that connect the physical environment to crime. Focused efforts by DPW in these spaces will result in improved environments, which can result in benefits of reducing crime issues. Efforts to increase use of the "See, Click, Fix" mobile application will help assist with identifying, tracking, and resolving problems in these areas.

Focused and proactive work by the Neighborhood Enhancement Team (NET):

NET will work to utilize CPTED principles in proactively addressing neighborhood environmental issues that can be resolved through multi-department collaboration. An example could be a crime attracting vacant lot. Code enforcement could enforce any applicable city code, the Police Department could tow abandoned vehicles around the property, public works could improve lighting and pick up refuse that has spilled out to public areas.

Increased Guardianship:

A safe neighborhood is the first step in developing a productive and healthy community. Routine Activities Theory[i] helps to explain why crime occurs in certain places and not others. The theory suggests that three forces come together to make a place criminogenic: Motivated offenders, suitable targets, and a lack of capable guardians (police, community caretakers). This assists policing strategy by helping to explain why crime is occurring in certain places as well as to identify potential solutions to crime problems. For example, by using this theory, policymakers can conclude that increasing police presence in a high crime area would provide the needed "capable guardians" that are lacking. To increase guardianship, Manchester Police will increase foot patrols within the areas where data shows gun crime clusters within Manchester (i.e. "hot spots").

The goal of these foot patrols will be to increase positive community interactions to demonstrate guardianship and serve as a deterrent toward motivated offenders. Hot spots policing[ii] and foot patrols are evidence-based practices that have been shown to reduce crime and increase safety. A 2019 systematic review of hot spots policing[iii] examined 65 studies of hot spots policing and concluded "fairly robust evidence that hot spots policing is an effective crime prevention strategy". Furthermore, the review found that crime is not displaced into immediate surrounding areas, but there are actually diffusion benefits to surrounding neighborhoods.

Foot patrols have also demonstrated success in improving the perception of the police and reducing crime. The President's Task Force on 21st Century Policing recommended that law enforcement create opportunities for patrol officer to regularly interact with the community[iv]. Foot patrols offer the largest opportunity to achieve this. Research from the 1970s and 1980s showed improvements in community fear of crime[v]. A recent study in Philadelphia found that foot patrols in violent crime hot spots resulted in a 23% reduction in violence within those hot spots[vi].

A study supported by the National Policing Institute[vii] released in March 2022 found that the combination of hot spots policing and officers trained in procedural justice resulted in better community relations and fewer arrests while lowering crime at the same time. Procedural justice is the concept of officers giving voice to individuals they contact, showing neutrality during interactions, treating people with respect, and demonstrating trustworthy motives of the officer. The study compared hot spots where deployed officers had procedural justice training to hot spots where assigned officers did not have the training. The hot spots with officers who had the training saw more positive community perceptions, less arrests, and 14% decline in crime. This study provides evidence of the potential for hot spots policing to be successful at reducing crime and enhancing community perceptions of the police.

Building Community

Goals of the above programs will include the ability to enhance community cohesion. The CHW program will work towards building community. These individuals will work to be connectors among residents as well as represent efforts to make neighborhoods better. CHWs would also work to create neighborhood events that bring people together and provide resources to develop neighborhood leaders.

The City of Manchester, CHWs, the Police Department and other partners will work to encourage the use of community micro grants to support community building, such as block parties, gatherings, and resident leadership training. These grants are specifically designed to enhance the community and will be used in the broader efforts to make these areas safer.

The aforementioned foot patrols will be a further expanded community outreach effort. These kinds of community-based interventions within hot spots can have impacts on reducing fear and crime in addition to addressing crime in those neighborhoods[i]. Foot patrols offer the ability to increase positive contacts between the police and the community. Through increasing this type of patrol in hot spot areas, there is greater opportunity to build collective efficacy and community cohesion. It is important to note that foot patrol efforts are not an enforcement initiative. Officers on foot patrol are directed to a priority of engagement, not enforcement. This direction has been proven to be successful. Foot patrols deployed since August 2021 (approximately 490 total patrols) have resulted in only 9 arrests (2% of all patrols). Conversely, officers have documented over 2,000 community contacts. Such results thus far are evidence of foot patrols being a community building effort in support of gun violence reduction.

Focused Policing

Policing is a key component to violent crime reduction and public safety. The policing strategy to reduce gun violence will be evidence-based efforts that rely on focusing on the right people and the right places.

Analysis of gun crimes in Manchester demonstrates that there is a core group of individuals who make up a majority of the gun crimes. Through crime analysis, Manchester Police will work to focus on the chronic and prolific offenders of gun violence that make up the identified core networks.This will include emphasis on referrals for street outreach workers of youth involved in gun violence, strong investigations, and referrals for prosecution.

Referrals for outreach will be guided by strong communication with Project Connect regarding individuals who are involved in gun crime. Individuals will be identified through police crime analysis based on chronic involvement with gun violence and those who appear within gun violence networks. These referrals will involve connection to resources at MY TURN and the Street Outreach Worker. The goal will be to interrupt violence and lead these individuals out of deviance.

The focus on individuals and focus on places will be coordinated through bi-weekly gun violence meetings hosted by the Manchester Police Department. These meetings will include partners from neighboring police departments, as well as county, state and federal law enforcement, adult and juvenile probation, and county and federal prosecutors. These meetings will assist in the sharing of information and provide a forum for a collaborative approach on addressing problem places and problem individuals.

To further inform these focused efforts, Manchester Police and law enforcement partners will leverage comprehensive gun crime intelligence, including the use of the National Integrated Ballistic Information Network (NIBIN), firearms tracing, and acoustic gunshot recognition technology.
NIBIN technology uses imaging technology to match ballistic evidence with other cases. Connecting shooting incidents and shootings to recovered crime guns enables investigators to focus on those individuals driving gun crime in Manchester. Manchester Police is the home of the only NIBIN machine in northern New England.

Firearms Tracing is a resource that identifies the first retail purchases of a recovered crime gun. This information is important to understand how firearms purchased legally are diverted to criminal use. Investigators are able to gain leads in understanding those responsible for diverting legal firearms to criminals.

Acoustic gunshot recognition technology uses acoustic sensors to immediately detect, locate and alert police to gunshot incidents. Instant notification allows police to respond to gunshot incidents quicker, enabling faster assistance to victims and identification of witnesses; and help locate evidence and prosecute suspects.

As noted in the "Focus on Place" and "Building Community" sections, law enforcement will focus efforts on the areas of Manchester where gun violence clusters. Primarily using foot patrols, this focus on place aims to foster community relationships, increase guardianship, and prevent crime from occurring.

The Gun Crime Problem Solving Team discussed in detail the need to ensure that policing interventions are fair, equitable and free of bias. Manchester Police is dedicated to just policing. In furtherance of this, in 2021 all Manchester Police Officers attended mandatory 8 hours of training focused on cultural competency, profiling, community relations and de-escalation. This multi-faceted curriculum was above and beyond the state of New Hampshire's required training for law enforcement. Furthermore, Manchester Officers will have received continued training in this area during 2022. The 2022 classes build on what was already learned.

Additionally, Manchester Police is in the midst of a racial bias report to be presented publicly to help further develop conversations and improvements in equitable policing. This internal review demonstrates a commitment to this issue and will assist in informing future policy at Manchester Police.

Measures and Moving Forward

Measures

The PST has identified metrics to collect and track each component of this gun violence reduction strategy. These metrics are attached in the Appendix of this document, which detail how each strategy will be measured and assessed. This kind of tracking will ensure that the strategies will stay on track and allow for an assessment of outcomes. Please see Appendix 1 for further details.

Moving Forward

The PST recognizes that there are some areas of this strategy that need further development. As efforts to reduce gun violence in Manchester continue, the PST will work to engage more with the Manchester School District. Work to better support youth will require collaboration with the Schools and the PST will work towards establishing this relationship.

Additionally, the PST will work to involve stakeholders from mental health services to help the team develop responses that are informed by a mental health perspective. Manchester Police and partners already work closely with The Mental Health Center of Greater Manchester with the Mobile Crisis Response Teams and Crisis Intervention Teams; however, work specific to gun violence reduction will be important moving forward.

Appropriate measures will help track this strategy and allow for ongoing assessment of efforts.

Want to get Involved?
Contact your area community health worker: www.manchesternh.gov/ Departments/Health

Conclusion

Efforts to reduce gun violence in Manchester require a multi-pronged, community-led approach. This strategy strives to incorporate on-going services coupled with new programs and resources. Through focusing efforts on youth, the community, neighborhoods, and precision policing, Manchester can become safer and healthier for all members of the community.

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Appendix

Response	Measure	Qtr 1 2022	Qtr 2 2022	Qtr 3 2022	Qtr 4 2022	Qtr 1 2023	Qtr 2 2023	Qtr 3 2023	Qtr 4 2023
Overall Goals									
Reduction in Gun Crime Incidents									
	Total # of Incidents								
	# of incidents in last 365 days								
Reduction in Gun Fire Incidents									
	Total # of Incidents								
	# of incidents in last 365 days								
Reduction in Non-Fatal Shootings									
	Total # of Incidents								
	# of incidents in last 365 days								
Focus on Youth									
Youth Street Outreach (Project Connect)									
	# of MPD referrals								
	# of gun violence involved individuals have successful outreach								
	# of Individuals successfully entering a program								
	# of individuals successfully completing a program								
	Rate of additional involvement in gun violence								
	# of times outreach workers present in "hang out" areas								

Investing and Supporting Ongoing Efforts

MPAL						
# of Youth involved in MPAL programs						
# Youth referred to diversion program						
# Youth who enter the diversion program						
# Youth who complete the diversion program						
Rate of reoffending by juveniles in the program						
Boys and Girls Club						
# Youth involved at Boys & Girls Club						
Increase in youth participation in activities						
ACERT						
# of ACE Follow ups related to violent crime						
# of youth successfully referred (violent crime cases)						
My Turn						
Overall # of participants						
Total # of entries into programs						

Metric								
Total successful completion of programs								
Connection with Families (Parent Meetings)								
# of Parent Meetings								
Focus on Place								
CHW Program								
# of "Cases of place"								
# of "Case of Place" resolved								
# of individuals connected via outreach								
Individuals connected with resources								
CPTED with DPW								
# past 90 day users of See, Click, Fix								
# environmental resolution of issues in hot spot areas								
# of requests generated								
# of requests resolved								
Average time to resolve issue								
NET Team								
# of NET Team Check								
# of "Cases" assigned								
# of "Cases" resolved								
Foot Patrols								
# of Foot Patrols								

# of Community Contacts	
% Difference in Violent Crime in Hot Spots vs Comparison	
% of Disorder CFS in Hot Spots vs Comparison	
% Difference in all crime in Hot Spots vs Comparison	
Building Community	
Neighborhood Events	
# of Neighborhood events	
# of attendees	
Micro Grants	
# of grants applied for	
# of grants received	
# of Grants used for community building activity	
Foot Patrol Community Engagement	
# of community contacts	
Community survey before vs after	
Focused Policing	
Focus on Chronic Offenders	
Prosecution	
Clearance rate for gun crimes	

Clearance rate for shootings													
Sentencing													
Rate of reoffending by those charged													
Referrals to Project Connect													
Above project connect measures													
Bi-weekly Gun Violence Meetings													
Total Number of meetings													
Number of attendees													
Survey of participants?													
Crime Gun Intelligence													
Use of the below items to generate intelligence regarding individuals involved in gun crime													
Firearms Tracing													
% of total firearms recovered traced													
# of leads from tracing information													
NIBIN													
% NIBIN entries within 10 days													
# of NIBIN Leads													
# of NIBIN cases leading to prosecution													

Shot Spotter							
Total Shot Spotter Alerts							
Number of no-caller positive shot spotter alerts							
Racial Bias Data and Tracking							
Tracking of race of arrests that occur within hot spot areas							
Tracking of complaints resulting from hot spot patrols							
Community survey?							

Additional Actions Taken		
(Organization Responsible and Action in furtherance of the goals / tracking)		
Focus on Youth		
Youth Street Outreach (Project Connect)		Qtr 1 2022
	# of MPD referrals	
	# of gun violence involved individuals have successful outreach	
	# of Individuals successfully entering a program	
	# of individuals successfully completing a program	
	Rate of additional involvement in gun violence	
	# of times outreach workers present in "hang out" areas	
Investing and Supporting Ongoing Efforts		
MPAL		
	# of Youth involved in MPAL programs	
	# Youth referred to diversion program	
	# Youth who enter the diversion program	
	# Youth who complete the diversion program	

Boys and Girls Club		
	# Youth involved at Boys & Girls Club	
	Increase in youth participation in activities	
ACERT		
	# of ACE Follow ups related to violent crime	
	# of youth successfully referred (violent crime cases)	
My Turn		
	Overall # of participants	
	Total # of entries into programs	
	Total successful completion of programs	
Connection with Families (Parent Meetings)		
	# of Parent Meetings	
Focus on Place		
CHW Program		
	# of "Cases of place"	
	# of "Case of Place" resolved	
	# of individuals connected via outreach	
	Individuals connected with resources	

CPTED with DPW		
	# past 90 day users of See, Click, Fix	
	# environmental resolution of issues in hot spot areas	
	# of requests generated	
	# of requests resolved	
	Average time to resolve issue	
NET Team		
	# of NET Team Check	
	# of "Cases" assigned	
	# of "Cases" resolved	
Foot Patrols		
	# of Foot Patrols	
	# of Community Contacts	
	% Difference in Violent Crime in Hot Spots vs Comparison	
	% of Disorder CFS in Hot Spots vs Comparison	
	% Difference in all crime in Hot Spots vs Comparison	
Building Community		
Neighborhood Events		
	# of Neighborhood events	
	# of attendees	
Micro Grants		
	# of grants applied for	
	# of grants received	
	# of Grants used for community building activity	
Foot Patrol Community Engagement		
	# of community contacts	
	Community survey before vs after	
Focused Policing		
Focus on Chronic Offenders		
Prosecution		
	Clearance rate for gun crimes	
	Clearance rate for shootings	
	Sentencing	
	Rate of reoffending by those charged	
Referrals to Project Connect		
	Above project connect measures	
Bi-weekly Gun Violence Meetings		
	Total Number of meetings	
	Number of attendees	
	Survey of participants?	

Crime Gun Intelligence		
	Use of the below items to generate intelligence regarding individuals involved in gun crime	
Firearms Tracing		
	% of total firearms recovered traced	
	# of leads from tracing information	
NIBIN		
	% NIBIN entries within 10 days	
	# of NIBIN Leads	
	# of NIBIN cases leading to prosecution	
Shot Spotter		
	Total Shot Spotter Alerts	
	Number of no-caller positive shot spotter alerts	
Racial Bias Data and Tracking		
	Tracking of race of arrestees in hot spot areas	
	Tracking of complaints resulting from hot spot patrols	
	Community survey	